



DEPARTMENT OF THE ARMY
HEADQUARTERS FORCES COMMAND
FORT MCPHERSON, GEORGIA 30330-6000



REPLY TO
ATTENTION OF:

AFLG-PR

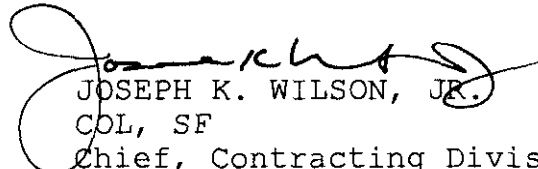
15 October 1996

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Contracting Information Letter (CIL) 97-3

1. This CIL contains information in the following subjects:
 - a. FORSCOM Contracting Division Reorganization and FY 96 Year-End Review at enclosure 1.
 - b. Management Branch Work Assignments at enclosure 2.
2. For additional information please Suzy Lyon, DSN 367-5407; Beverly Thomas, DSN 367-7284; or Libby Morris, DSN 367-6276.

Encls


JOSEPH K. WILSON, JR.
COL, SF
Chief, Contracting Division, G4
Principal Assistant Responsible
for Contracting



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY FORCES COMMAND
FORT MCPHERSON, GEORGIA 30330-6000

REPLY TO
ATTENTION OF

AFLG-PR

15 October 1996

MEMORANDUM FOR FORSCOM Directorates of Contracting (DOC)

SUBJECT: FORSCOM Contracting Division Reorganization and FY 96
Year-End Review

1. Reference memorandum, FORSCOM, Contracting Division, ATTN: AFLG-PR, dated 24 July 1996, subject: FORSCOM Contracting Regionalization Implementation Plan, Paragraph 3.
2. We have completed our review of the Principal Assistant Responsible for Contracting (PARC) Office and have reorganized some areas of the PARC staff to a structure we believe will better serve the regionalization alignments and organizational needs.
3. The reorganization by the PARC staff required the consolidation of some resources for increased cross utilization of resources and expertise. The charts at enclosures 1 and 2 provide the new PARC Organization. The most significant change made as a result of the reorganization is the consolidation of the Contracts and Contract Administration Teams. All pre and post award support will continue with these combined functions being performed by two Acquisition Teams: Acquisition Team A - I Corps/AACC, led by Beverly Thomas; and Acquisition Team B - III Corps/XVIII Corps, led by Mary Morris. These teams will perform identical functions; however, specific focus areas will be divided between the teams, i.e., Post-Award/Past Performance lead by Team A; Pre-Award/Source Selection policy/issues lead by Team B (enclosures 3 and 4). The structure of the Management Team is unchanged.

ENCL 1

AFLG-PR

SUBJECT: FORSCOM Contracting Division Reorganization and FY 96
Year-End Review

4. Another significant change in our organization is that we no longer have a full-time Industrial Property Specialist. This function will be divided between the Management and Acquisition Teams. The Property Reports will be consolidated by Alan Schantz, Management Team; general assistance relating to property regulations, procedures and policy matters will be led by Steve Hunnicutt, Acquisition Team. Installation specific property issues that relate to solicitation and post award matters will be handled by the assigned Installation Analyst. We are also in the process of cross training some of the PARC analysts in several Specific Focus Areas to increase the depth of expertise available on the PARC staff (i.e., Job Order Contracting: Barbara Rainey/Sandra Bruner/Steve Hunnicutt). A Specific Focus Area Matrix is at enclosure 5 which provides projects and specific area assignments. These specific focus assignments are subject to adjustment to accommodate workload changes and/or changes in policy focus. Updates, as necessary, will be forwarded as changes are made in specific focus assignments.

5. This year has been full of continuous change which has affected our personnel, our organizations, and our acquisition procedures. Our review of actions and accomplishments in FY 96 reveals much that we can all take pride in. From the PARC Office we have also noted that while reflecting upon the successful completion of tasks and projects in FY 96, there were many areas that we as a team can target as challenges for improvement in FY 97. Accomplishments and Challenges are summarized at enclosure 6.

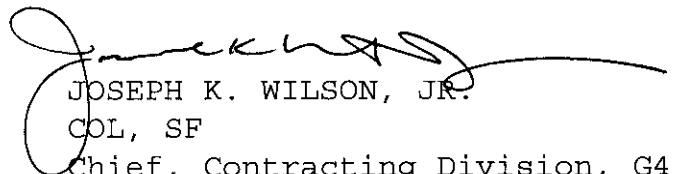
6. Teaming for success is a critical key to improving support and customer satisfaction by all of us. Please let us know if you have questions or clarification regarding the above. Request you contact Ms. Suzy Lyon, e-mail lyons@ftmcpn-emh1.army.mil, or telephone, DSN 367-5407; Ms. Beverly Thomas, E-mail

AFLG-PR

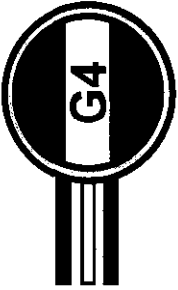
SUBJECT: FORSCOM Contracting Division Reorganization and FY 96
Year-End Review

thomasb@ftmcphsn-emh1.army.mil, or telephone DSN 367-7284; or,
Ms. Mary Morris, e-mail morrism@ftmcphsn-emh1.army.mil, or
telephone, DSN 367-6276.

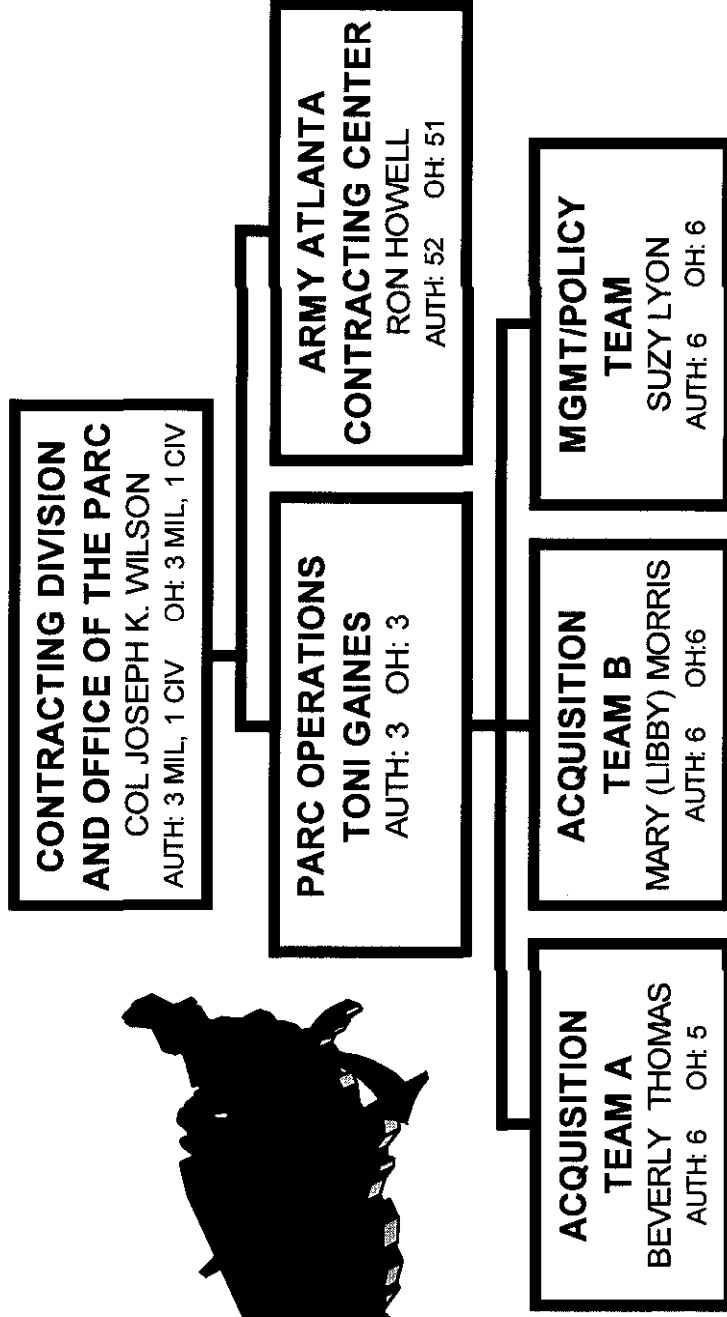
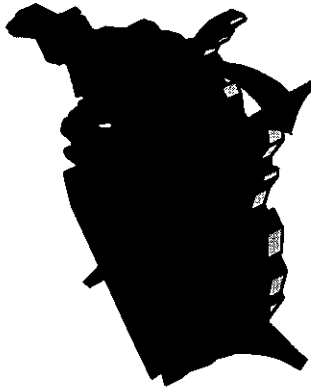
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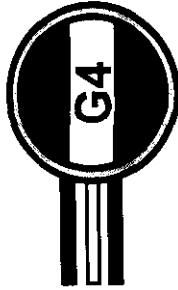


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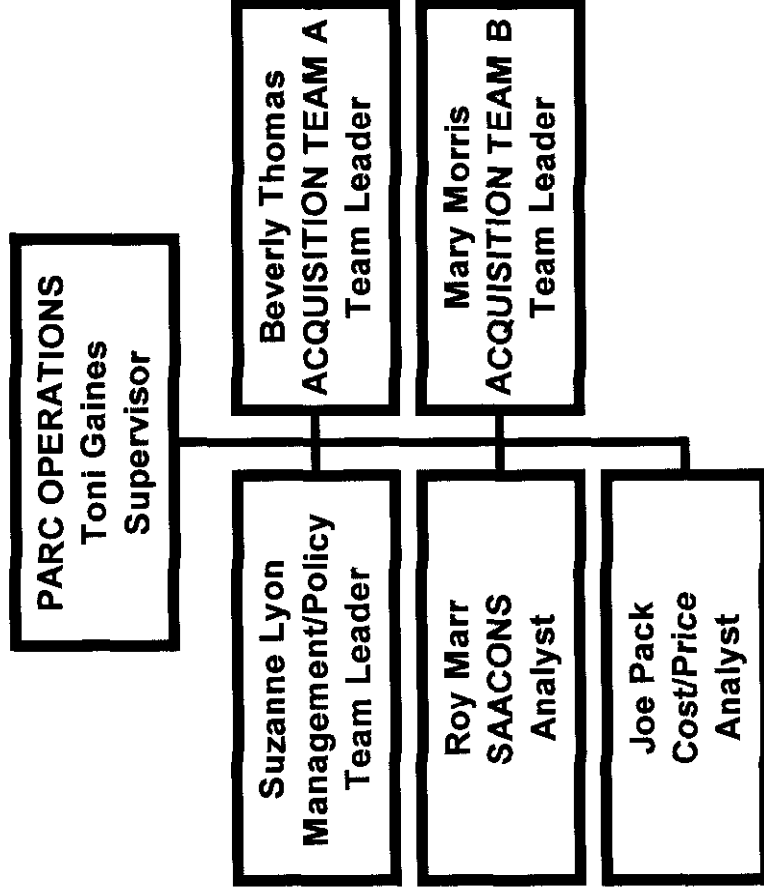


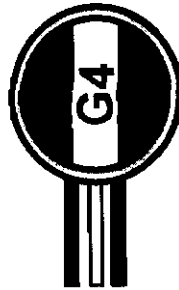
CONTRACTING DIVISION ORGANIZATION



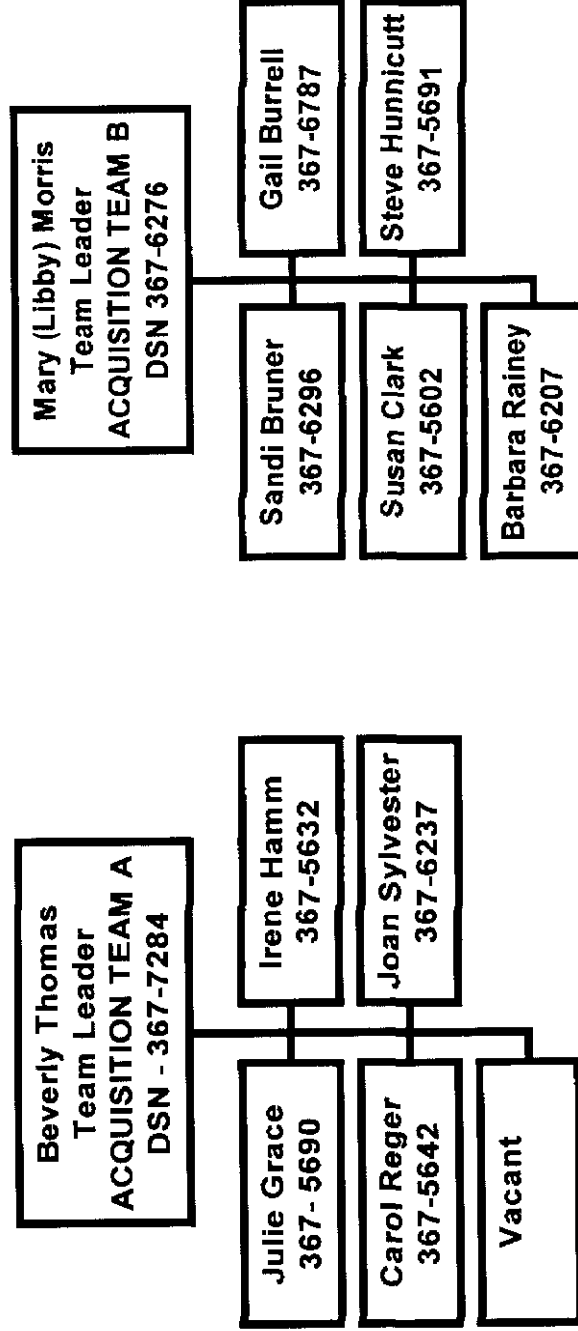


PARC OPERATIONS ORGANIZATION





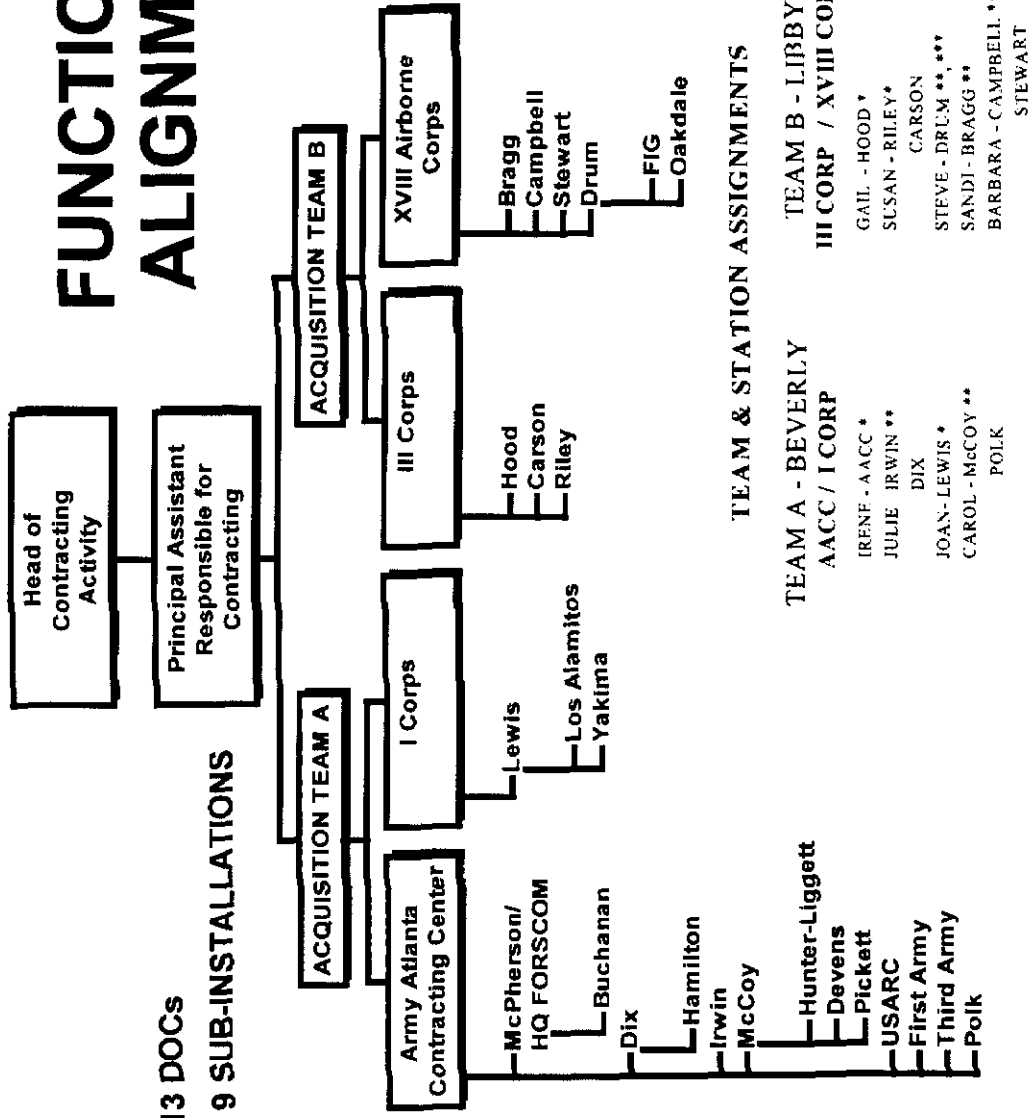
ACQUISITION TEAM ORGANIZATION





FUNCTIONAL ALIGNMENT

13 DOCS
9 SUB-INSTALLATIONS



TEAM & STATION ASSIGNMENTS

TEAM A - BEVERLY	TEAM B - LIBBY
AACC / I CORP	III CORP / XVIII CORP
IRENE - AACC *	GAIL - HOOD *
JULIE IRWIN **	SUSAN - RILEY *
DIX	CARSON
JOAN - LEWIS *	STEVE - DRUM **, ***
CAROL - MCCOY **	SANDI - BRAGG **
POLK	BARBARA - CAMPBELL, ***
	STEWART

* DENOTES BACK-UP

FORSCOM

SPECIFIC FOCUS AREAS

<p>TEAM A - BEVERLY I CORP / AACC</p> <p>CONTR ADMIN POLICY-JOAN / IRENE AWARD FEE - JOAN COST BENEFIT TRACKING - JOAN / IRENE UACs APPEALS - JULIE PROTEST - IRENE PAST PERFORMANCE - JOAN QA/QA ASSESSMENT - JULIE / CAROL FOIA - JULIE REENGINEERING - JULIE RED BOOK - JOAN</p>	<p>TEAM B - LIBBY III CORP / XVIII CORPS</p> <p>SOURCE SELECTION POLICY - SUSAN COMMERCIAL ACTIVITIES POLICY - GAIL PROPERTY - STEVE ALTERNATIVE DISPUTES RESOLUTION - SANDI DFAS / FUNDING - SANDI JOC - BARB / STEVE/ SANDI WORKSHOPS - SANDI CONSTR / BONA FIDE NEEDS - SANDI / SUSAN REGIONALIZATION - GAIL RED BOOK - GAIL</p>
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MAJOR FY 96 ACCOMPLISHMENTS AND FY 97 CHALLENGES

ACCOMPLISHMENTS:

- **Contracting Regionalization.** On 26 Sep 95, the FORSCOM CG with the concurrence of the Corps Commanders approved implementation on contracting regionalization. The HQs FORSCOM Implementation Plan was approved by the Corps DOCS in Jan 96. Corps DOCs and the AACC have identified candidates for consolidation and for the most part agreed on milestones. The transfer of spaces to support regionalization is working. Good progress has been made since approved by the CG.
- No sustained GAO/GSBCA **Protests**
- On-site **Training**
 - **COR** Training (six courses/130 personnel trained); **PWS** (two/55); **Formal Source Selection** (five/72); **IGE** (three/65 trained); **BCM**(two/60); **Contract Administration** (three/75); and **JOC** (three/50). Numerous other on-site assistance visits.
- **JOCs** in place at 13 DOCS
- **Cost Benefit Tracking System** now under Contract Task Order for programming and fielding support.
- **Quality Assurance** Surveillance and PRS/Alternative Surv Approach Training
- **Acquisition Reform** Acceleration Day
- Two Contract Administration **Team Workshops**
- **DFAS test** at Fort Drum
- Revised FORSCOM **PAM 715-6**, Property Administration
- **CMR Guide** revised and reissued
- **FFARS** issued providing greater flexibility and empowerment to the DOCS; expect that future changes will further power down responsibilities
- Policy on streamlining **off loading** issued

- Successful 96 **Contracting Workshop**; workshop provided forum for dissemination and exchange of information relevant to the contracting community
- 708 **DAU quotas** in FY96 as compared to 422 in FY95; Although the situation is improving, a high number of substitution/cancellation of DAU quotas still exists
- Expanded use and management of **Credit Card Program**
 - Installations achieved 93.2% usage against a 90% goal of micropurchases made with the card
 - Increased use of the card to purchase up to \$25,000 using new BPA procedures and use as a method of fund transfer (Defense Printing Service)
 - Actual and estimated savings from use of card increased dramatically using the Aug 96 US Army Audit Agency savings figures (\$92.60 vs \$54 per transaction)
- "**Standard NAF Automated Contracting System (SNACS)**" will allow NAF procurement offices to interface with customers, vendors, organizations on post, FORSCOM, and CFSC. Fielding and testing started in Sep 96.

CHALLENGES:

- **Contract Administration**
 - **COR Surveillance** Support. Work toward improvements in "Top Ten Concerns of CORs"(see attachment)
 - **Performance Requirements Summaries and Alternative Surveillance Approaches**
 - **ISO 9000** Surveillance Procedures
 - **Past Performance Guidance** and Implementation of Automated PPMIS
 - Proper Implementation and Monitoring of **Bona Fide Needs**
 - **Quality Assurance Surveillance** Plans, Teams, Training
 - Implementation of **ADR procedures**
 - **Standardization** of Contract Admin procedures and compliance with Post Award regulations
- **Reengineering.** At times this year reengineering seemed to be a full time mission for us. But the payoff was great. We have numerous examples of where your input in the process resulted in great improvements:
 - F00133 (Incremental Bonding for Construction Requirements Solicitation)

- F00127 (Increase JOC Ordering Limit)
- F00086 (Long Range Acquisition Estimates),
- F00085 (Unauthorized Commitments)

To help us better serve your reengineering initiatives, we challenge you to thoroughly research and explain your reengineering ideas by:

- Explaining how the current practice adversely impacts your operation, (provide statistics, examples, etc.).
- Identify the benefits to be gained from the change (give representative examples).
- Coordinating with all organizations at your installation likely to be impacted by the reengineering change.
- Ensuring that all legal issues and their impact are fully addressed.

Reengineering initiatives which are well thought-out and supported make their way through the reengineering process faster and with greater success.

- Credit Card Program

- Three installations have not obtained 90% usage
- Perceived barriers to full implementation:
additional workload in establishing vendor agreements, lack of confidence in customers, training requirement, possible further reduction in DOC personnel due to decrease in workload
- Additional savings still not captured (closing of SSSC stores, reduced warehousing, etc.)

- Solicitation Reviews

-The PARC challenge in FY 97 is to conduct the most thorough and in-depth solicitation reviews possible. The identification and correction of mistakes at the solicitation review stage is the most cost effective way to benefit the process indefinitely. We must focus our resources on what will give us the best return and we see solicitation reviews as one of our best investments. DOCs are encouraged to forward solicitations requiring PARC review within the timelines identified in the FFARS. Delays in forwarding solicitation for PARC review leaves insufficient time for review comments. This year, toward year-end most notably, several solicitations were forwarded which were within three to seven days of closing/bid

opening. In other cases the solicitation period had already passed requiring that PARC review be waived altogether. In FY 97 help us in our challenge to improve in this area by providing your solicitation and supporting documentation in a timely manner.

- Business Clearance Memorandums

- Our review of your BCMs shows continued improvement in negotiation preparations and ability to make sound award decisions. The most systemic issues in BCM reviews relate to documentation. Whether it is the competitive range determination or award selection, it is usually lack of adequate documentation which draws the most comments. It was not uncommon to find that the Contract Specialist or Contracting Officer could clearly articulate and support the basis for various decisions but simply failed to document that rationale in the BCM. Another continuing challenge is to improve and better utilize IGEs. Changes in AFARS policy (BCMS are now POMs and PNMs) gives considerable latitude and authority to the DOC in this area (see CIL 96-30). Your challenge is to make sure the POM and PNM continue as meaningful tools in the negotiation process.

- Oral Presentations

- The use of oral presentations is being promoted as one way to meet the challenges of acquisition streamlining. It will be one of our FY 97 goals to issue guidance and recommendations on how to implement procedures for oral presentation and other acquisition streamlining processes. We encourage you to identify a candidate for the oral presentation process. You might start with something small in dollar value and complexity. You are cautioned that some of the commercial guidance that is available on oral presentations does not consider many of the requirements and principles imposed in Federal, DOD, and/or Army acquisition policy.

- Commercial Activities (CA)

- FORSCOM Installations have identified approximately 4,500 spaces for CA study between FY 97-99. The DOC must be postured to provide a wide range of support to customers in support of the CA effort. DOC involvement in the process must begin early as acquisition strategy, milestone project and source selection approach are critical aspects of the CA planning process. The DOCs will be challenged to expand skills and knowledge in areas like fair market research and price analysis, business practices and leadership in project integration.

- **NAF Staffing**

- FORSCOM NAF contract workforce has been reduced more than 50% over past 2-3 years. There is an average of 2 1/2 people per NAF procurement office in FORSCOM. The challenge is to maintain timely support of soldier and family programs while ensuring goods and services are obtained for the best possible price.

- **FACNET**

- FORSCOM Contracting Officers have been striving hard to use FACNET, not only for simplified purchases but also small ID/IQ contracts and other innovative uses. The challenges for FY 97 is to improve FACNET and expand its use to services procurements. All DOC's certified as having interim FACNET.

- **Equipment and software** purchased in support of Regionalization: 50 Pentium PC's w/CD-ROM's and Network Cards; 18 Scanners; 5 Printers (LJ4's); Software CMS Office & FoxPro

FORSCOM CONTRACTING OFFICER'S REPRESENTATIVE (COR)
AOCI TRAINING LESSONS LEARNED

OR

TOP TEN CONCERNS OF CORS

1. LACK OF TRAINING: FORMAL, INFORMAL, REFRESHER AND TECHNICAL FOR CORS, MANAGEMENT (SUPERVISORY), AND CONTRACTING.
2. LACK OF AUTOMATION: STANDARDIZED SURVEILLANCE FORMS AND PROCEDURES.
3. LACK OF COMMUNICATIONS: INTERNAL AND EXTERNAL TO ORGANIZATIONS, TO SURVEILLANCE TEAM MEMBERS.
4. LACK OF PROCEDURAL GUIDES: SOP's, PROTOTYPES, SAMPLES AND EXAMPLES FOR SPECIFICATIONS AND PERFORMANCE WORK STATEMENT DEVELOPMENT.
5. LOW MORALE: DUE TO BASE CLOSURE, REDUCTIONS IN FORCE AND REORGANIZATIONS.
6. CUSTOMER EDUCATION: DUTIES AND RESPONSIBILITIES OF CORS NOT COVERED IN DOC'S CUSTOMER EDUCATION PRESENTATION TO COMMAND GROUP.
7. TEAM APPROACH: LACK OF TOTAL TEAM APPROACH (FUNCTIONAL, CONTRACTING AND STAFF JUDGE ADVOCATE).
8. AUTHORITY CHAIN: NO DIRECT LINE OF AUTHORITY BY CONTRACTING OFFICER TO COR. LINES OF SUPERVISION TOO VAGUE.
9. FUNCTIONAL MANAGEMENT OVERSIGHT: UNNECESSARY MANAGEMENT LAYERS, REVIEWS AND COORDINATIONS SHOULD BE REMOVED (SOME MANAGEMENT DECISIONS ARE PERSONALITY RATHER THAT PROCESS DRIVEN).
10. PERFORMANCE EVALUATIONS: COR DUTIES AND RESPONSIBILITIES ARE NOT INCLUDED IN CURRENT JOB DESCRIPTIONS FOR USE AS PART OF THEIR TOTAL PERFORMANCE EVALUATION. DOWNSPLAYS IMPORTANCE OF RESPONSIBILITIES AND PERFORMANCE.

10/96

Com'l (404) 669-
DSN 367-
FAX /6247/7285

Management/Policy Team

Team Leader
Competition Advocate - Alternate

Suzanne Lyon/5407

Career Proponency and Interns
Customer Service Guidance
Contracting Management Review - Alt.
Reengineering Proposals - Alt.
Contracting Officer Warrants

Clyde Thomas/6372

Credit Card Program
Competition
BRAC
Contracting Management Review Guide
Reengineering Proposals
Suggestions (AIEP)
Wage Determinations

Patricia Boterweg/5486

FASA/FARA Implementation
Policy Review/CIL/AL
715 series Regulations
Career Proponency - Alt.
Credit Card - Alternate
Offloading
Delegations - Alternate
Commercial Items

Judy Armstrong/5559

Nonappropriated Fund Procurement
Contracting Conference
Centurion

Brenda Good Miller/6224

Deviations/Delegations
Reports
CAAS
Installation Regulations
Office SOP
Contracting Officer Warrants - Alt.
Advance Acquisition Plans
Security Manager
Contracting Management Review POC
Unauthorized Commitments
Internal Control
Priorities and Allocations

Alan Schantz/6227